

UGANDA MUSEUM AND ITS INFLUENCE ON TOURISM DEVELOPMENT IN KAMPALA.

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A DISSERTATION SUBMITTED TO THE SCHOOL OF FORESTRY, ENVIRONMENTAL & GEOGRAPHICAL SCIENCES IN PARTIAL FULFILLMENT FOR THE AWARD OF A BACHELOR OF SCIENCE IN TOURISM AND HOSPITALITY MANAGEMENT OF MAKERERE UNIVERSITY

September 2026

DECLARATION

I, **AYEBAARE MERCY BYOMUHANGI**, declare that this research dissertation entitled Uganda Museum and its Influence on Tourism Development in Kampala is my original work and has not been submitted to Makerere university or any other institution for the award of a degree or any other academic qualification. Where the work of other authors has been used, it has been acknowledged through citations and references.

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Date: 18th | September | 2026.

APPROVAL

This dissertation entitled "Uganda Museum and its Influence on Tourism Development in Kampala" has been submitted for examination with my approval as the university supervisor, Dr. Byaruhanga Bruce Micheal

Signature: _____

Date: 18/09/2026.

ACKNOWLEDGEMENT

First and foremost, I thank the Almighty God for giving me life, strength, wisdom and perseverance throughout my academic journey. His guidance and protection enabled me to reach this stage despite the challenges I encountered along the way.

I would like to express my sincere appreciation to my research supervisor, Dr. Byaruhanga Bruce Micheal for the guidance, corrections and academic support provided during the development of this research dissertation. The comments and advice received helped me to improve my understanding of the research process and strengthen this work.

I am also grateful to the management and staff of the Uganda Museum for allowing me to conduct the study and for providing the information required for the research. I further appreciate the business owners and representatives of tourism-related businesses around the Uganda Museum who participated in the study and shared their views and experiences.

Special thanks go to my family and friends for their encouragement, prayers, patience and support throughout my studies. Their motivation helped me remain focused during difficult moments.

Finally, I appreciate everyone who contributed directly or indirectly to the completion of this research dissertation. May God bless you all.

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LIST OF ABBREVIATIONS AND ACRONYMS

GDP – Gross Domestic Product

UNWTO - United Nations World Tourism Organization

MTWA - Ministry of Tourism, Wildlife and Antiquities

COVID-19 – Corona Virus Disease of 2019

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ABSTRACT

Museums play an important role in preserving cultural heritage, providing educational experiences and supporting tourism development. However, the contribution of museums to tourism development may be affected by challenges such as inadequate funding, outdated exhibitions, limited marketing and poor infrastructure. This study examined the influence of the Uganda Museum on tourism development in Kampala. The study was guided by three objectives: to assess the activities and resources at the Uganda Museum; to evaluate how the activities and resources had enabled the museum to contribute to tourism development in Kampala; and to identify the challenges affecting its contribution to tourism development.

The study adopted a descriptive research design using both quantitative and qualitative approaches. Data were collected from 30 respondents, comprising 20 representatives of businesses operating around the Uganda Museum and 10 Uganda Museum staff members. Questionnaires were used to collect information from business respondents, while interviews were conducted with museum staff. Quantitative data were analysed using frequencies and percentages, while qualitative responses were analysed thematically.

The findings showed that the Uganda Museum had a variety of activities and resources that supported tourism, including cultural activities, guided tours, educational programmes, cultural performances, cultural artefacts, cultural knowledge and skilled staff. All business respondents reported that the museum contributed to tourism development in Kampala. Most respondents rated its influence on tourist arrivals as moderate. The findings further showed that the museum was perceived to increase customer flow, contribute to income generation, support employment opportunities and promote Kampala as a cultural tourism destination. All business respondents also indicated that tourists who visited the museum used services provided by surrounding businesses.

However, the study identified several challenges that limited the museum's tourism contribution. These included outdated exhibitions, limited funding, poor marketing, inadequate infrastructure, limited partnerships and low public awareness. The study concluded that the Uganda Museum made an important contribution to tourism development in Kampala through cultural education, heritage preservation, visitor attraction and linkages with surrounding businesses. However, its tourism potential was not fully realised because of the challenges affecting its operations and promotion. The study recommended the improvement

of museum facilities and exhibitions, strengthening of marketing and partnerships, and increased financial and institutional support.

Keywords: Uganda Museum, museums, cultural tourism, tourism development, Kampala, cultural heritage.

CHAPTER 1: INTRODUCTION

1.1 Background of the Study

Tourism is widely recognized as one of the largest and fastest-growing industries in the world, accounting for more than 10% of global GDP and supporting one in every ten jobs globally (UNWTO, 2023). This contribution is due to the fact that the industry is varied and covers many forms of tourism including cultural tourism, sports, medical tourism and others. Among the forms of tourism, cultural tourism has emerged as one of the most dynamic and expanding forms of travel, with scholars estimating that it represents nearly 40% of international tourism (Richards, 2018) where people visit museums, cultural centres and the culture of communities. Museums, as cultural institutions, have increasingly become important pillars of this growth. They not only serve as storages of artifacts and heritage but also function as major attractions that influence visitor flows, city branding, employment creation, and local development.

Evidence from different parts of the world illustrates the significant contribution of museums to tourism development. One of the most widely used cases is the Guggenheim Museum in Bilbao, Spain, which transformed the city's image from a declining industrial center into a global cultural tourism destination. Since its opening in 1997, the Guggenheim has attracted millions of visitors, and in 2023 alone it generated an estimated €762 million in total demand, contributed €657.6 million to the GDP of the Basque Country, and supported nearly 13,855 jobs, with 60% of its visitors coming from outside the region (Guggenheim Bilbao, 2024). This impact, commonly referred to as the 'Bilbao Effect' (Plaza &Haarich, 2009) is often used to demonstrate how museums can serve as catalysts for urban and tourism growth.

Similarly, the Louvre Museum in Paris illustrates the global tourism value of museums. As the most visited museum in the world, the Louvre attracted more than 7.8 million visitors in 2022 (Ayasreh, 2026) Its exhibitions not only enriche France's cultural identity but also sustain Paris status as the leading global tourism city. Research has shown that cultural attractions such as the Louvre contribute significantly to tourist arrivals and visitor expenditure, making them critical in enhancing destination competitiveness (Greffe, 2011).

In the United States, the Smithsonian Institution has also demonstrated the importance of museums in tourism. With over 22 million annual visitors across its museums, it plays a vital role in shaping Washington, D.C.'s tourism profile. In 2022, the city received 21.9 million visitors who spent approximately $8.1 billion and supported more than 84,000 jobs, with

museums being consistently ranked among the most visited attractions. The Smithsonian‟s free access policy further amplifies its contribution by increasing visitation, length of stay, and wider economic benefits in the hospitality sector.

Museums in Africa also illustrate similar dynamics, though they often face challenges of limited resources. In Nigeria, Ayodele et al. (2024) found that the National Museum in Lagos plays a significant role in conserving cultural heritage and promoting cultural tourism. The study, based on over 200 visitor surveys and staff interviews, showed that the museum attracts domestic and international visitors, though its impact is constrained by inadequate funding and weak marketing. Likewise, in Ghana, Preko et al. (2020) examined visitor experiences at the National Museum and found that satisfaction strongly predicted loyalty and willingness to pay more. From a sample of 385 visitors, the study demonstrated that quality exhibitions and positive experiences encourage repeat visits and higher expenditure, highlighting the role of museums in sustainable tourism development.

Beyond economic impacts, museums also influence visitor perceptions, loyalty, and destination image. Empirical studies across Europe and Africa confirm that structural factors such as exhibition quality, staff interaction, interpretation, and modern facilities act as critical determinants of overall visitor satisfaction (Ayodele et al., 2024). Specifically, establishing a high-quality in-museum experience not only encourages long-term visitor satisfaction but strongly predicts future tourist loyalty and a willingness to recommend the cultural site to others (Preko, 2020)

For instance, research has shown that frequent visitors tend to have stronger loyalty and are more willing to pay for enhanced experiences, underscoring the importance of investing in interactive and engaging exhibitions (Preko, 2020). Theremore, museums that effectively use digital communication and online branding strategies tend to attract larger audiences, reflecting the importance of modern marketing in cultural tourism development (Colladon et al., 2020)

From these global experiences, it is evident that museums are vital drivers of tourism development. They preserve and showcase heritage, attract large numbers of visitors, stimulate urban economies, generate employment, and enhance cultural identity. At the same time, they face common challenges including insufficient funding, outdated infrastructure, limited promotional efforts, and weak integration into broader tourism strategies (Camarero et al., 2011). Nevertheless, where museums are well-resourced and strategically managed, they

demonstrate remarkable potential to transform destinations, diversify tourism products, and support sustainable development (Pop et al., 2019).

Despite this growing body of literature, there remains limited academic research on how museums contribute to tourism development in East Africa, particularly in Uganda. While global evidence shows that museums can significantly boost tourism and urban development, Uganda's tourism research has focused more on wildlife and nature-based attractions such as gorilla trekking, national parks, and game reserves. The role of museums, especially within Kampala as an urban tourism destination, has received minimal scholarly attention. Critical aspects such as the museum's contribution to cultural tourism, its economic and social impacts, the challenges it faces, and strategies for improvement remain underexplored.

1.2 PROBLEM STATEMENT

Although museums worldwide have been shown to significantly contribute to tourism development by attracting large numbers of visitors, generating income, creating employment, and enhancing destination identity (Richards, 2018; Tufts & Milne, 1999), their role in Uganda remains under-researched. Existing studies on Uganda's tourism sector have largely focused on wildlife-based attractions such as national parks and gorilla trekking, with limited attention given to cultural tourism resources (Ahebwa et al., 2016). Studies on museums have concentrated on heritage preservation, visitor experience and satisfaction, and the role of museums in cultural identity formation (Colladon et al., 2020).

But none of the studies have clearly tried to establish how museums create a multiplier effect on the other elements of the economy in developing destinations like Uganda.

This study therefore seeks to look at how Uganda Museum is promoting cultural tourism through evaluating its contribution to the economic and social aspects of tourism development, in Kampala**.**

1.3 OBJECTIVES

1.3.1 General Objective

To determine how Uganda Museum contributes to tourism development in Kampala.

1.3.2 Specific Objectives

Objectives

1. To assess the resources and activities at the Uganda Museum that support cultural tourism.
2. To evaluate how the activities and resources at the Uganda Museum contribute to tourism development in Kampala.
3. To examine the challenges affecting the effective utilization of the Uganda Museum's activities and resources in tourism development.

1.4 RESEARCH QUESTIONS

Objective 1;

To assess the activities and resources at the Uganda Museum that support cultural tourism.

1. What types of activities are offered at the Uganda Museum to promote cultural tourism?
2. What resources (physical, cultural, and human) are available at the Uganda Museum?
3. How do these activities and resources enhance visitor experience at the Uganda Museum?

Objective 2;

To evaluate how the activities and resources at the Uganda Museum contribute to tourism development in Kampala.

1. How do the museum's activities and resources contribute to attracting tourists to Kampala?
2. In what ways do these activities and resources support economic development (e.g., income generation, employment)?
3. How do the museum's activities and resources contribute to social and cultural development in Kampala?

Objective 3;

To examine the challenges affecting the effective utilization of the Uganda Museum's activities and resources in tourism development.

1. What challenges affect the effective use of activities and resources at the Uganda Museum?

2. How do factors such as funding, marketing, and infrastructure limit the museum's tourism potential?
3. What measures can be taken to improve the utilization of the museum's activities and resources?

1.5: Significance of the Study

This study is significant because it seeks to highlight the role of the Uganda Museum in shaping tourism development in Kampala. As the oldest museum in East Africa, the Uganda Museum is not only a cultural landmark but also a potential driver of cultural tourism. By examining its contribution and challenges, this research will provide valuable insights that can support policymakers, tourism stakeholders, and the local community in maximizing the museum's potential.

The study will benefit the Ministry of Tourism, Wildlife and Antiquities (MTWA) by providing evidence-based findings on how the Uganda Museum contributes to national tourism objectives. The results will help inform policy formulation, resource allocation, and strategic planning to enhance the museums‟ role in cultural preservation and tourism development.

The research will be of importance to the Uganda Museum management by identifying gaps in operations, challenges in visitor engagement, and opportunities for improvement. The recommendations from the study will assist in improving exhibitions, marketing strategies, and visitor experiences.

This study will not only highlight the Uganda Museums current and potential role in tourism development but also provide practical recommendations for strengthening its contribution to Uganda's cultural tourism industry.

CHAPTER 2: LITERATURE REVIEW

THE ROLE OF MUSEUMS IN CULTURAL TOURISM DEVELOPMENT

2.1 Museums and Urban Regeneration

The role of museums in urban regeneration has received extensive scholarly attention, particularly as cities increasingly use cultural infrastructure as a strategy for economic revitalization and place branding. The Guggenheim Museum Bilbao remains one of the most cited examples in this literature. Studies analysing the "Bilbao Effect" demonstrate that the museum was deliberately embedded within a broader regional planning framework aimed at transforming Bilbao from a declining industrial city into a global services and cultural tourism hub (Plaza & Haarich, 2015). Its iconic architecture and strategic positioning not only attracted international visitors but also reshaped the city's image, stimulated private investment, and enhanced global visibility. Empirical evidence shows that such flagship museums function as highly effective economic engines, generating significant multiplier effects across sectors such as hospitality, retail, and transportation, thereby contributing substantially to local and regional economic development (Plaza, 2008).

Following the Bilbao experience, contemporary scholars have examined similar cultural-led regeneration initiatives in major global cities. Research indicates that cities such as Paris, London, and New York continue to leverage iconic institutions like the Louvre, the British Museum, and the Metropolitan Museum of Art to strengthen their competitiveness in global tourism markets (Richards, 2018; Stylianou-Lambert, 2016). In these contexts, museums function as core components of wider cultural districts that stimulate surrounding economic activities. They attract international visitor flows who contribute to increased demand for accommodation, dining, and other tourism-related services, thereby reinforcing the multisectoral economic multiplier effect of cultural infrastructure within modern urban tourism systems

Recent studies further emphasize that the success of museum-led regeneration depends on integration with broader urban planning and community development strategies. Grodach (2017) argues that while flagship cultural institutions can enhance city branding and increase visitation, their long-term sustainability relies on inclusive planning approaches that consider

local community needs "...these cultural facilities were part of the program to attract tourists and provide amenities... but must balance with urban cultural policy and creative city making" as outlined by Grodach (2017). Similarly, Evans (2015) highlights that cultural regeneration projects are most effective when embedded within multi-sectoral frameworks that link tourism, economic development, and social inclusion "...cultural activity is fully integrated into an area strategy alongside other activities in the environmental, social and economic sphere" according to Evans (2015). However, scholars also caution that large-scale museum interventions and cultural districts can trigger neighbourhood commercialization, rising property values, and the indirect displacement of local residents if wider socioeconomic dynamics are ignored (Grodach, 2017; Plaza & Haarich, 2015).

In the Global South, similar dynamics are increasingly evident, although often on a smaller scale. Research shows that museums are being used as tools for cultural tourism development and urban transformation across Africa and the Middle East. For instance, studies on heritage institutions in South Africa indicate that museums contribute to both tourism development and social transformation by promoting historical awareness and cultural identity (Ivanovic, 2015). In Egypt, the development of large-scale institutions such as the Grand Egyptian Museum reflects strategic efforts to position museums as key tourism anchors capable of attracting international visitors and stimulating economic growth (Richards, 2018). These examples demonstrate that museums can play a significant role in reshaping urban spaces, strengthening cultural identity, and diversifying tourism products in both developed and developing contexts.

2.2 Visitor Experience and Satisfaction

A second dominant strand in museum tourism research focuses on visitor experience, satisfaction, and loyalty. This body of literature examines how factors such as museum design, interpretation, service quality, and programming influence visitor perceptions and tourism outcomes. Recent studies emphasize that museum experiences are shaped by interactive and contextual factors, where visitors actively engage with exhibitions and environments rather than passively consuming information (Stylianou-Lambert et al., 2016). Empirical research shows that the quality of the visitor experience is a key determinant of satisfaction, influencing not only perceptions of the museum but also behavioural intentions such as revisitation and recommendation (Colladon et al., 2021).

Preko et al. (2020), in a study conducted at Ghana‟s National Museum, found that visitor satisfaction significantly predicts loyalty and willingness to pay more for museum experiences. Their findings, based on a sample of 385 respondents, indicate that repeat visitors tend to develop stronger emotional attachment and perceived value, suggesting that frequency of visits enhances both satisfaction and economic outcomes. Similarly, Asiedu et al. (2020) observed that in heritage attractions across West Africa, factors such as quality of interpretation, staff interaction, cleanliness, and educational value are major determinants of visitor satisfaction. These findings highlight the importance of service delivery and experience design in enhancing the role of museums in tourism development.

Recent literature also highlights the importance of interactivity and participation in shaping visitor experiences. Studies show that museums that incorporate interactive exhibitions, digital technologies, and participatory approaches tend to foster deeper engagement and higher satisfaction levels (Stylianou-Lambert et al., 2016; Colladon et al., 2021). Such approaches transform visitors from passive observers into active participants, enhancing both learning and enjoyment. This shift reflects broader trends in cultural tourism, where visitors increasingly seek immersive and meaningful experiences rather than traditional static displays.

The relationship between visitor satisfaction and destination development is also well established in recent research. Studies indicate that satisfied museum visitors are more likely to engage in additional tourism activities such as city tours, shopping, and dining, thereby increasing overall tourism expenditure (Brown, K, 2019). Museums therefore function as “experience multipliers” that enhance the attractiveness of destinations and contribute to broader tourism systems. Research conducted by Ibidapo et al. (2024) in Nigeria supports this view, demonstrating that positive museum experiences significantly influence tourists‟ perceptions of destinations and their likelihood to recommend them.

In addition to satisfaction, recent studies have examined the role of visitor motivation in shaping museum experiences. Packer and Ballantyne (2016) identify different visitor motivations, including educational, social, and experiential factors, and argue that these motivations significantly influence satisfaction levels. Visitors who seek learning and cultural enrichment tend to report higher levels of satisfaction compared to those motivated by leisure alone. These findings are important for tourism planners and museum managers, as understanding visitor motivations enables more effective segmentation, targeted marketing, and product development.

Overall, recent literature confirms a strong relationship between visitor experience and tourism success. Museums that provide engaging, inclusive, and high-quality experiences are more likely to attract visitors, encourage repeat visitation, and generate positive economic impacts. Consequently, improving visitor experience is not only a curatorial objective but also a strategic approach to enhancing tourism development, as satisfaction and loyalty directly contribute to destination competitiveness and growth.

2.3 Community Engagement and Authenticity

The concept of authenticity has become central in cultural tourism and museum studies, with researchers emphasizing that museums derive much of their appeal from their ability to offer authentic and meaningful experiences. Studies also highlight that tourists increasingly seek genuine cultural encounters, and museums play a critical role in facilitating such experiences through interpretation, storytelling, and community involvement (Stylianou-Lambert et al., 2016). In this context, authenticity is not limited to physical artifacts but is constructed through the interaction between museums, communities, and visitors. Museums therefore play a dual role in preserving heritage while also shaping narratives about identity and culture (Brown, K, 2019)

Recent literature further emphasizes the importance of community engagement in enhancing authenticity. Studies show that museums that actively involve local communities in exhibition design and programming tend to create more inclusive and meaningful experiences (Crooke, 2015; Ivanovic, 2015). Community participation ensures that diverse voices are represented, particularly those of historically marginalized groups, thereby increasing the relevance of museums to both local populations and tourists. This participatory approach not only enhances authenticity but also promotes social inclusion and cultural sustainability.

Empirical studies support these arguments. Research conducted in African contexts indicates that community-based museums contribute significantly to cultural preservation while also supporting tourism development and local livelihoods. For example, studies in East Africa show that community museums in countries such as Tanzania and Kenya attract domestic tourists and provide income opportunities through crafts, performances, and cultural exhibitions (Nettle fold, 2018). Such initiatives strengthen local ownership and ensure that tourism benefits are more equitably distributed within communities.

Authenticity is also closely linked to heritage interpretation. Recent studies emphasize that effective interpretation strategies, including storytelling, contextualization, and interactive displays, enhance visitor understanding and satisfaction (Colladon et al., 2021). Museums that present culturally relevant and engaging narratives are more likely to attract visitors seeking meaningful experiences. In contrast, poorly interpreted or static exhibitions may reduce visitor engagement. Therefore, authenticity and community engagement are mutually reinforcing elements that enhance the attractiveness and sustainability of museums within cultural tourism.

2.4 Financial Sustainability and Governance

Financial sustainability and governance remain critical issues in museum management, as institutions strive to balance their cultural mandates with financial realities. Recent literature emphasizes that reliance on government funding alone is increasingly insufficient, prompting museums to adopt diversified revenue strategies such as ticketing, commercial services, partnerships, and events (Rentschler, 2015). These diversified income sources enable museums to maintain operations, improve facilities, and invest in visitor experiences, thereby enhancing their role in tourism development.

However, the increasing emphasis on commercialization has generated debate among scholars. While revenue generation is necessary for sustainability, excessive commercialization may undermine the educational and cultural mission of museums (Stylianou-Lambert et al., 2016). Recent studies suggest that effective governance frameworks are essential in maintaining a balance between financial sustainability and institutional integrity. Museums that adopt transparent management practices, strategic planning, and accountability mechanisms are better positioned to achieve both financial stability and cultural relevance (Brown, K. 2019).

Further research highlights the importance of governance structures in influencing tourism outcomes. Studies show that museums integrated within broader cultural and tourism policies tend to generate greater economic and social benefits (Evans, 2019). Public–private partnerships have also been identified as effective mechanisms for enhancing financial capacity and innovation in museum management (Markusen & Gadwa, 2010). In the African context, however, challenges such as limited funding, bureaucratic inefficiencies, and inadequate professional capacity continue to constrain museum performance (Mbaiwa, 2017; Ibidapo et al., 2024).

Sustainability also depends on human capital and institutional capacity. Recent studies emphasize the importance of skilled leadership, professional training, and expertise in areas such as marketing, digital engagement, and audience development (Rentschler, 2015). The Brown, K. (2019) report further highlights the need for strategic management approaches that prioritize inclusivity, innovation, and long-term sustainability. Effective governance not only ensures financial stability but also enhances the competitiveness of museums as key actors in tourism development.

2.5 Challenges Identified in the Literature

Although museums are widely recognized as important contributors to cultural tourism and sustainable development, the literature identifies several challenges that limit their effectiveness. One of the most prominent issues is chronic underfunding, particularly in developing countries. Studies indicate that limited financial resources constrain museums‟ ability to maintain exhibitions, upgrade infrastructure, and implement effective marketing strategies, ultimately reducing their attractiveness to visitors (Brown, K, 2019; Mbaiwa, 2017).

Another major challenge is the inadequate integration of museums into national and local tourism planning. Research shows that in many cases, cultural institutions operate independently of tourism authorities, resulting in fragmented marketing efforts and reduced visibility within destination branding strategies (Richards, 2018). This lack of coordination limits the ability of museums to fully capitalize on tourism opportunities. Additionally, limited digital capacity and insufficient research on visitor behaviour hinder museums‟ ability to adapt to changing tourism trends and preferences (Colladon et al., 2021).

Human resource constraints also pose significant challenges. Museums require skilled professionals in areas such as curation, interpretation, and visitor management, yet many institutions in the Global South face shortages of trained personnel (Mbaiwa, 2017). Limited opportunities for professional development further affect service quality and innovation. Governance-related issues, including bureaucratic inefficiencies and weak leadership structures, also constrain the effectiveness of museums in contributing to tourism development (Rentschler, 2015).

In the African context, infrastructural challenges such as inadequate exhibition space, poor signage, and limited accessibility remain persistent barriers (Ibidapo et al., 2024; Preko et al., 2020). Furthermore, cultural institutions often receive less policy attention compared to

wildlife-based tourism attractions, limiting their development and promotion. Yet studies show that cultural tourists tend to have higher spending patterns and longer stays, indicating that underinvestment in museums represents a missed opportunity for tourism diversification (Richards, 2018).

Ultimately, the literature suggests that addressing these challenges requires strategic investment, improved governance, stronger integration into tourism systems, and enhanced community participation. By overcoming these constraints, museums can significantly strengthen their contribution to tourism development and broader socio-economic growth.

CHAPTER 3: METHODOLOGY

3.1 INTRODUCTION

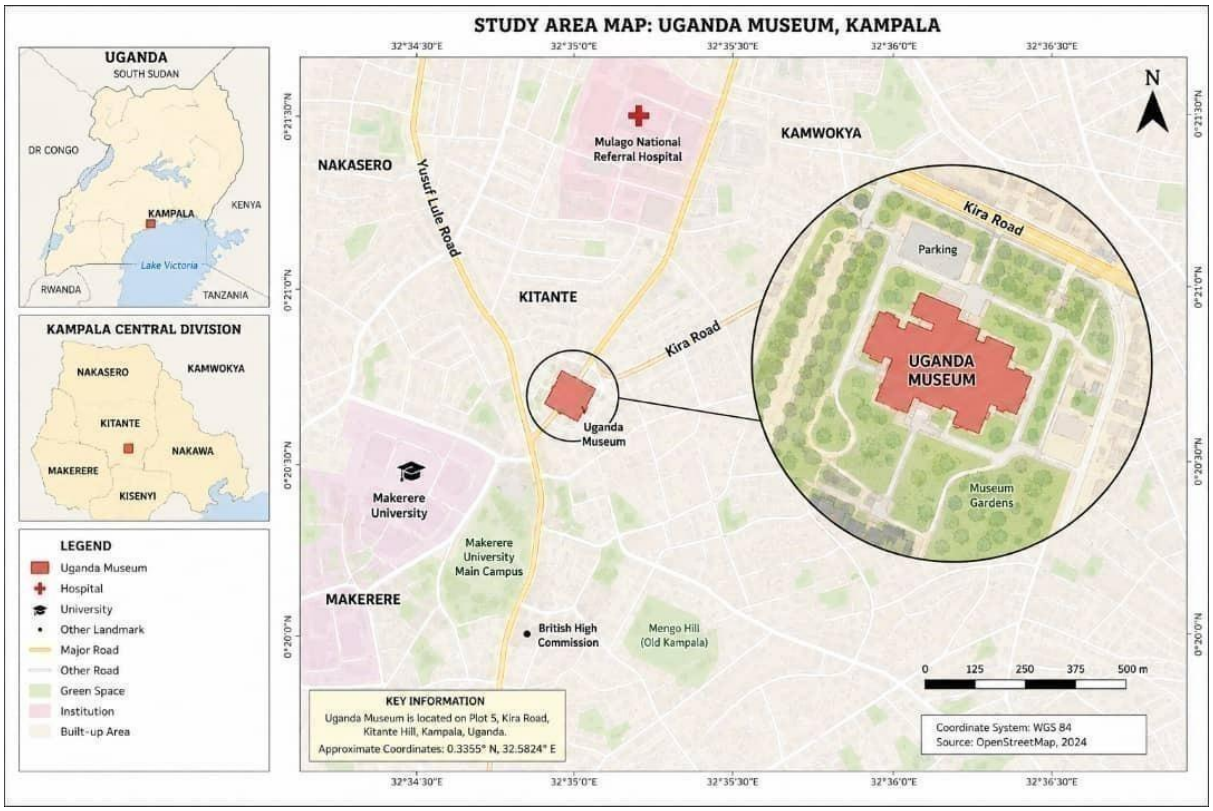
3.2 Study Area

The study was conducted in Kampala City, Central division, focusing on the Uganda Museum and its surrounding areas. The Uganda Museum is located on Kitante Hill along Kira Road, in the central part of Kampala. Kampala is Uganda's capital city and the main center for tourism, business, and cultural activities, making it an appropriate location for this study.

The study not only focused on the physical location of the museum but also on the people and businesses connected to it. These include museum staff, tour companies operating within Kampala, and businesses located around the museum such as craft shops, restaurants, and small enterprises. These groups are important because they interact directly or indirectly with the museum and are affected by its tourism activities.

The choice of Kampala and the Uganda Museum is based on their importance in cultural tourism. The museum is a key cultural institution in Uganda, while Kampala serves as the main entry point for tourists to Uganda. This makes the area suitable for examining how museum activities and resources contribute to tourism development.

Figure 1: A Map of the Study Area, The Uganda Museum, Kampala



3.3 Research Design

This study adopted a descriptive research design. A research design provided a framework that guided how data was collected, analysed, and interpreted in order to answer the research questions. The qualitative design was appropriate for this study because it allowed the researcher to gain in-depth understanding of how the activities and resources at the Uganda Museum contribute to tourism development in Kampala, as well as the challenges affecting their utilization.

The study specifically used a descriptive research design because it helps in describing the characteristics, experiences, and perceptions of respondents regarding the Uganda Museum. This design enabled the gathering of detailed information from key stakeholders such as museum staff, tour operators, and nearby businesses, and to understand their views on the role of the museum in tourism development.

The qualitative approach was suitable because it focuses on collecting rich, detailed data through interaction with respondents. It allows the researcher to explore opinions, experiences, and challenges that cannot be easily measured using numerical data, making it appropriate for addressing all the study objectives.

3.4 Study Population

The study population consisted of key stakeholders involved in or affected by the activities of the Uganda Museum. These included museum staff, tour operators, and local business owners operating around the museum.

Museum staff were included because they are directly involved in managing the museum's activities and resources because they have data that can be used to establish how much of an impact the museum has. They provided important information on how the museum operates, the type of activities offered, and the challenges faced in promoting tourism. Their knowledge was essential in addressing all the study objectives.

Tour operators and travel companies were also part of the study population because they play a key role in bringing tourists to the museum and incorporating it into tour packages. In addition, local business owners such as craft sellers, restaurant operators, and small-scale traders were included, as they benefit from or are affected by tourism activities linked to the museum.

3.5 Sample size and Sampling Techniques

The study population comprised approximately 70 respondents, including 40 respondents of businesses operating around the Uganda museum and approximately 30 employees of the Uganda museum. The study used purposive sampling to select participants who had direct knowledge and experience relevant to the study objectives. According to Creswell and Poth (2018), purposeful sampling involves deliberately selecting participants who can provide relevant and in-depth information about the phenomenon under investigation. Therefore, a sample of 30 respondents was selected from an accessible population of 70, comprising 20 business respondents and 10 Uganda Museum employees. The business respondents were selected because of their direct interaction with tourists and their ability to provide information on visitor flows, customer flow, income generation and other tourism related benefits associated with the museum. The museum employees selected because of their knowledge of the museum‟s activities, resources, visitor experiences and challenges affecting its contribution to tourism development.

The final number of respondents was guided by the principle of data saturation, which refers to the point at which no new information or themes emerged from the data collected. This

approach ensured that the sample size was sufficient to capture diverse perspectives while maintaining depth and quality of information.

Different purposive sampling strategies were applied, including criterion sampling, where respondents were selected based on specific characteristics (e.g., working at the museum or operating near it), and key informant sampling, where individuals with specialized knowledge were selected. This ensured that the data collected was relevant, rich, and aligned with the study objectives.

3.6 Data Collection Methods and Instruments

The study used interviews and questionnaires as the main data collection methods. These methods were appropriate for collecting qualitative data from different categories of respondents.

3.6.1 Interview

Interviews were conducted with key informants such as museum staff. An interview guide was used to allow flexibility while ensuring that all important topics were covered. Interviews enabled the study to obtain detailed information about the museum's activities, resources, contributions to tourism, and the challenges faced.

3.6.2 Questionnaire survey

Questionnaires were administered to local business owners and tour operators that form the study respondents. The questionnaires included both open-ended and closed-ended questions to capture respondents‟ views on how the museum influences tourism and their businesses. Questionnaires were useful because they allowed the researcher to collect data from several respondents within a short period.

3.7 Data Analysis

Data collected from interviews and open-ended questionnaire responses was analysed using thematic analysis. This involves organizing the data into themes based on the study objectives, such as activities and resources, contributions to tourism development, and challenges.

The researcher also carefully read through the responses, identify common patterns, and group similar ideas together. The findings were then presented in a descriptive form, supported by direct quotes from respondents where necessary.

CHAPTER 4: PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents resources at the Uganda Museum, their contribution to tourism development in Kampala, and the challenges affecting the museum's tourism potential.

4.2 Demographic Characteristics of Respondents

The demographic characteristics of respondents were examined to provide an understanding of the people who participated in the questionnaire survey. The characteristics considered were gender, age, type of business and length of time the business had operated. These characteristics were important because the respondents represented different tourism-related businesses around the Uganda Museum and therefore had varying experiences and forms of interaction with visitors and the museum.

Table 4.1: Social – Demographic Characteristics of Respondents

Variables	Category	number of respondents	Percentage of responses (%)
Gender	Female	11	55
	Male	9	45
Age Group	18 - 25 years	1	5
	26 - 35 years	12	60
	36 - 45 years	6	30
	46 years and above	1	5
Type of Business	Tour company	6	30
	Restaurant	5	25
	Craft shop	5	25
	Hotel	3	15

	Car hire	1	5
Years of Operation	1 -5 years	14	70
	6 -10 years	6	30

Table 4.1 shows that female respondents constituted the majority (55%), while male respondents accounted for 45%. The relatively balanced representation of male and female respondents provided perspectives from both groups involved in tourism-related businesses around the museum.

In terms of age, the largest proportion of respondents (60%) were between 26 and 35 years, followed by those aged 36–45 years (30%). Respondents aged 18–25 years and those aged 46 years and above each accounted for 5%. The predominance of respondents within the 26–45 age range indicated that most participants were adults who were likely to have accumulated some experience in operating or working within tourism-related businesses. This was relevant to the study because the research sought perceptions from people who interacted with tourists and could therefore provide informed observations concerning the museum's influence on surrounding tourism activity.

In terms of business type, tour companies constituted the largest proportion of respondents at 30%, followed by restaurants and craft shops at 25% each. Hotels accounted for 15%, while car hire services represented 5%. This distribution was useful because it captured different parts of the tourism supply chain surrounding the museum, therefore allowing the study to examine the museum's contribution beyond visitor experiences inside the museum itself.

With regard to business experience, the majority of respondents (70%) had operated their businesses for between 1 and 5 years, while 30% had operated for between 6 and 10 years. The variation in length of operation was useful because respondents with longer experience could provide observations based on their experience of tourism activity over time, while those with fewer years of operation could provide more recent perspectives.

Overall, the demographic composition showed that the questionnaire respondents represented different ages, genders, tourism-related businesses and levels of business experience. This

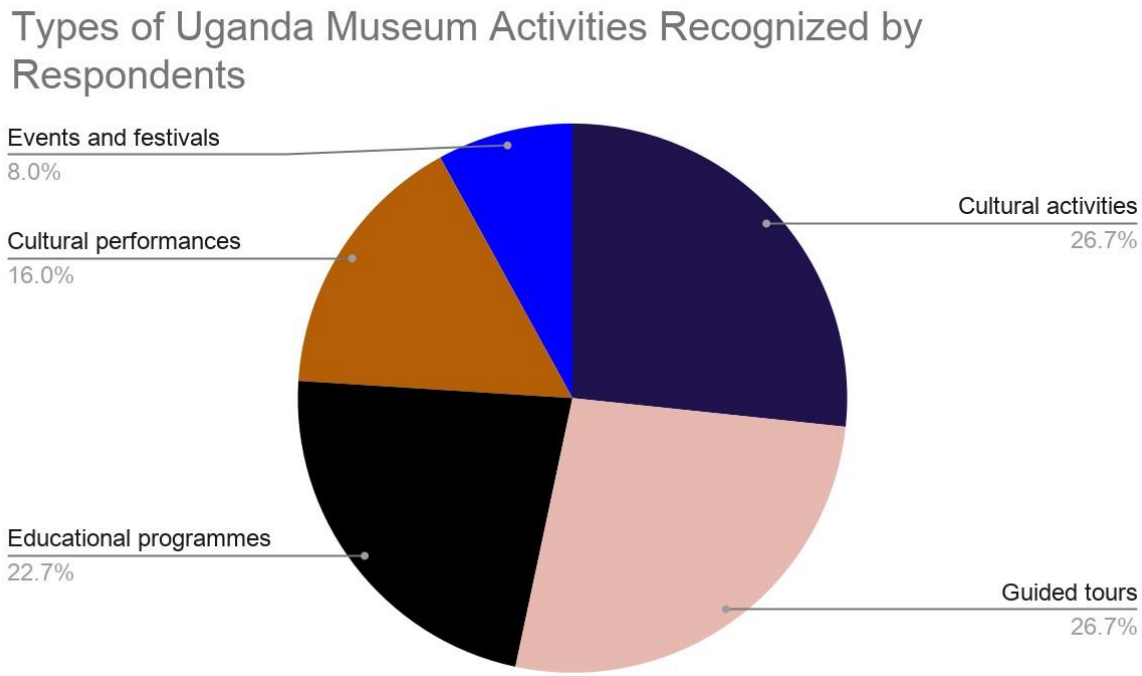
provided a reasonably varied stakeholder perspective for examining the museum's activities, resources, contribution to tourism development and the challenges affecting its tourism potential.

4.3 Activities and Resources at the Uganda Museum

4.3.1 Activities and Resources at the Uganda Museum

The study established that there are a variety of tourism resources that support tourism activities at the museum. Among the resources were cultural artifacts, skilled staff, facilities and cultural knowledge. This was confirmed by all the respondents who indicated that these resources support a number of activities that they are involved in and that the museum is well known among tourism-related businesses and tour operators operating within its surrounding area. The high level of awareness suggested that these stakeholders regularly interact with the museum and were therefore able to provide reliable information regarding its activities and contribution to tourism development.

Figure 2: Types of Uganda Museum Activities Recognized by Respondents



Note: Respondents selected more than one activity; therefore, percentages do not total 100%.

Figure 2, above shows that cultural activities and guided tours were the most visible museum activities, with all 20 respondents (100%) indicating being aware of them. Educational programmes were identified by 17 respondents (85%), while 12 respondents (60%) were aware of cultural performances. Events and festivals were the least recognized activity, identified by only 6 respondents (30%). The interview responses indicated that guided tours, exhibitions, educational programmes and cultural activities formed an important part of the museum's visitor experience. A museum staff member explained: "The museum's main activities include guided tours, exhibitions and educational programmes that help visitors understand Uganda's history and culture." and another noted that ″Cultural events and performances are also important, although they are not held as regularly as the main museum activities

The findings suggested that the museum's more established and directly observable activities had greater visibility among businesses operating around the museum. Guided tours, for example, provide a direct link between the museum's collections and visitors because they enable visitors to receive explanations about the objects and their cultural significance. Cultural activities similarly provide opportunities for visitors to encounter aspects of Uganda's heritage rather than simply viewing objects in isolation.

The lower recognition of events and festivals was particularly significant. It did not necessarily mean that such activities were absent from the museum; rather, it indicated that they were less visible to the stakeholders surveyed. This distinction is important because an activity can exist but have limited tourism value if potential visitors and tourism intermediaries are not sufficiently aware of it. This finding therefore points to the importance of communication and promotion in ensuring that museum activities become part of the wider cultural tourism product.

This is supported by research on museum visitor experiences, which shows that visitor experience is shaped by more than the existence of collections alone. Boukas and Ioannou (2020), for example, found that visitors construct value from the resources and activities provided by museums, with educational and explanatory approaches being important in shaping the experience. This supports the present finding because guided tours, educational programmes and cultural performances provide ways through which visitors can actively interpret and understand the museum's cultural resources rather than simply observe them.

The respondents were also asked to identify the resources at the Uganda Museum that they considered important in supporting tourism.

4.3.2 Cultural and Human Resources Supporting Tourism at the Uganda Museum

Table 4.2: Resources that Support Tourism activities at the Uganda Museum

Resource at the museum	Number of respondents	Percentage of responses (%)
Cultural artifacts	20	100
Cultural knowledge	20	100
Skilled staff	18	90
Physical Infrastructure	4	20
Strategic location in Kampala	2	10

Note: Multiple responses were allowed.

Table 4.2 shows cultural artifacts and cultural knowledge were the most strongly recognized resources, with all 20 respondents (100%) identifying each of them as supporting tourism at the Uganda Museum. Skilled staff were identified by 18 respondents (90%). In comparison, only 4 respondents (20%) identified physical infrastructure and 2 respondents (10%) identified the museum's location in Kampala.

This indicated that the museum's greatest tourism strength was perceived to lie in its cultural and knowledge-based resources, rather than its physical infrastructure. The high recognition of cultural artifacts was particularly significant because these collections provided tangible representations of Uganda's history and cultural heritage. One museum staff member explained: "The artifacts and collections are our biggest resource because they represent different aspects of Uganda's cultural heritage and history." Another stated: "The knowledge of our staff is also important because visitors need explanations and interpretation to understand the significance of the objects they see."

The findings were consistent with Graham, Ashworth and Tunbridge (2000), who emphasized the importance of heritage resources in constructing and communicating cultural identity. The strong recognition of skilled staff also reflected the importance of interpretation in museum tourism. Falk and Dierking (2013) similarly noted that visitor learning is influenced by the interaction between museum collections, interpretation and the visitor's experience.

The relatively low number of respondents identifying physical infrastructure as a tourism resource was noteworthy. Only 20% identified infrastructure and 10% identified the museum's location in Kampala. This did not necessarily mean that infrastructure or location have no tourism value. Rather, it suggested that respondents viewed the cultural content and human knowledge of the museum as more directly responsible for its tourism appeal than its physical setting. This distinction became important later in the study because infrastructure emerged as one of the challenges limiting the museum's tourism contribution. Respondents were further asked to indicate their level of agreement with statements concerning the adequacy of the museum's cultural resources, organization of activities and visitor experience.

4.3.3 Adequacy and Organization of Museum Activities

The results showed a generally positive perception of the museum's cultural resources. All respondents agreed or strongly agreed that the museum had adequate cultural resources, with 17 respondents (85%) agreeing and 3 (15%) strongly agreeing. This reinforced the earlier finding that cultural artefacts and cultural knowledge were the most strongly recognized tourism resources.

The finding indicated that the museum already possessed a substantial cultural-resource base from which cultural tourism could be developed. However, having adequate resources does not automatically mean that those resources generate a strong visitor experience. The responses concerning the organization of activities and visitor experience demonstrate this distinction.

Regarding organization, 14 respondents (70%) agreed and 2 (10%) strongly agreed that activities were well organized, while 4 respondents (20%) remained neutral. Although the majority expressed a positive view, the neutral responses indicated that there was not complete confidence among respondents regarding the consistency or effectiveness of activity organization.

The strongest area of uncertainty concerned visitor experience. While 10 respondents (50%) agreed and 4 (20%) strongly agreed that the museum provided a good visitor experience, 6 respondents (30%) were neutral. Therefore, 70% expressed a positive view, but the relatively large neutral proportion suggested that the museum's resources had not necessarily translated into an equally strong experience for all visitors.

The interview findings also supported the generally positive assessment of the museum's resources. However, museum staff also acknowledged areas requiring improvement. One key informant stated: ″We have rich collections and cultural materials, but improving the way they are presented would make the experience better for visitors." Another explained: "The activities are organized, but we would like to introduce more interactive experiences for visitors."

This was an important finding because it demonstrated that the tourism potential of a museum depends not only on what resources it possesses, but also on how those resources are interpreted and experienced by visitors. Packer and Ballantyne's review of visitor-experience research similarly explains that visitor experience is a multifaceted concept and is central to attractions such as museums and heritage sites. More recent research has also found that authentic museum experiences can be strengthened through material objects, interpretation, demonstrations, technology and other forms of visitor-oriented presentation Samis P et al Michaelson M. 2016.

The open-ended responses provided further explanation of how respondents believed the museum's activities and resources influenced visitors. Several respondents associated the museum with visitor satisfaction, noting that engaging activities could encourage visitors to speak positively about the museum and recommend it to others. Others emphasized cultural learning, explaining that artefacts, guided tours and exhibitions enabled visitors to understand Uganda's history, traditions and cultural practices. One response described the cultural artefacts as carrying the meaning of Uganda's past into the present, while another explained that museum activities made visits more interesting and educational.

Other respondents emphasized the role of the museum in helping visitors reflect on Uganda's past. This was significant because it showed that the museum's value extended beyond entertainment. Its resources provided opportunities for visitors to establish a connection with Uganda's historical and cultural identity. This is consistent with research showing that heritage museums can create experiential value through authentic objects, interpretation and interaction with cultural materials.

Some respondents also linked the museum's activities to attractiveness and visitor satisfaction, suggesting that interesting activities could encourage more people to visit. This provides an important connection between Objective One and the subsequent objective on tourism development. If activities and resources create educational, cultural and satisfying experiences, they can potentially contribute to tourist attraction and wider tourism activity. However, the

findings should not be interpreted as proving that the museum alone causes increases in tourist arrivals, since the respondents were reporting their perceptions rather than providing actual visitor-arrival statistics.

Overall, these findings established that the Uganda Museum possessed a strong cultural resource base, particularly its cultural artefacts and cultural knowledge, supported by skilled staff. Guided tours and cultural activities were the most widely recognized activities, while educational programmes also had substantial visibility. The findings also showed that respondents generally viewed the museum's resources as adequate and its activities as reasonably well organized. Nevertheless, the 30% neutral response concerning visitor experience indicated that the availability of resources did not automatically guarantee an equally strong visitor experience. The museum's future tourism potential therefore depended not only on preserving its existing cultural resources but also on improving how those resources were interpreted, presented and transformed into engaging visitor experiences.

4.4 Contribution of the Uganda Museum to Tourism Development in Kampala

The study found that the Uganda Museum contributed to tourism development in Kampala through cultural and educational experiences, attraction of visitors, and linkages with tourism-related businesses in the surrounding area. All 20 questionnaire respondents (100%) reported that the Uganda Museum contributed to tourism development in Kampala. The open-ended responses further associated the museum's contribution with cultural learning, preservation of heritage, promotion of cultural identity and the provision of experiences through exhibitions, guided tours and other museum activities. These findings suggested that the museum's contribution extended beyond the provision of a visitor attraction to include cultural and educational benefits that formed part of the wider tourism experience in Kampala.

This analysis income generation considered the museum's contribution to visitor experience, tourist arrivals, surrounding businesses, employment, promotion of Kampala as a cultural destination, and social and cultural development. Questionnaire findings were complemented by information obtained through interviews with museum staff.

The findings first showed a strong perception among respondents that the Uganda Museum contributed to tourism development in Kampala. All 20 questionnaire respondents indicated that the museum contributed to tourism development.

4.4 Influence of Museum Activities and Resources on Visitor Experience

4.4.1 Influence of the Uganda museum on visitor arrivals.

The findings showed that 16 respondents (80%) considered the museum's influence on tourist arrivals to be moderate, while 3 (15%) considered the influence great. Only 1 respondent (5%) considered the influence slight, and none reported that the museum had no influence. Therefore, the findings indicated that the Uganda Museum was perceived to have a recognized role in attracting visitors to the area, although its contribution to tourist arrivals was generally viewed as moderate rather than great.

The finding demonstrated that respondents recognized the Uganda Museum as part of the tourism attraction system in Kampala, but they did not generally perceive it as a dominant driver of tourist arrivals. The predominance of the "moderate" response suggested that the museum attracted visitors and formed part of the tourism experience, but that its capacity to generate larger visitor numbers remained underdeveloped.

The perception of moderate influence was important when considered alongside official visitor statistics. According to the Ministry of Tourism, Wildlife and Antiquities, the Uganda Museum recorded 55,426 visitors in 2019, before the major effects of the COVID-19 pandemic. Visitor numbers subsequently fell to 3,910 in 2020 and 2,883 in 2021 before increasing to 67,366 in 2022 and 131,508 in 2023. In 2023, the visitors comprised 17,294 foreign non-residents, 498 foreign residents, 105,399 school-group visitors and 8,317 Ugandan visitors.

The results indicated that the strongest economic relationship was reflected in income generation and employment, where all respondents agreed that the museum contributed to these areas. The 95% agreement that the museum increased customer flow also suggested that visitors associated with the museum interacted with businesses outside the museum premises. This was further supported by the finding that all 20 respondents reported that tourists who visited the museum also used their services. The businesses represented hotels, restaurants, tour companies, car-hire services and craft shops, meaning that museum visitation was linked to a range of tourism-related services.

The open-ended responses further indicated that the benefits experienced by surrounding businesses included increased customer numbers, sales and income, greater access to tourists and improved business visibility. Social and cultural contributions were also identified, particularly preservation of cultural heritage, education about Uganda's history and traditions,

promotion of cultural identity and increased appreciation of Uganda's cultural diversity. These findings suggested that the museum's contribution to tourism development was both economic and socio-cultural rather than being limited to visitor numbers alone.

The findings were consistent with Richards (2018), who emphasized the contribution of cultural tourism to destination development and diversification. They also agreed with Ahebwa et al. (2016), whose study of cultural heritage tourism in Uganda demonstrated that tourism associated with cultural heritage could generate benefits extending to local communities and livelihoods. In the context of the present study, the high level of agreement among surrounding businesses suggested that the Uganda Museum formed part of a wider network of tourism activities in Kampala. However, the present findings reflected respondents perceived economic benefits rather than measured expenditure therefore the study did not establish the actual economic benefits.

Overall, the findings indicated that the Uganda Museum contributed to tourism development in Kampala through three closely related pathways: providing cultural and educational experiences, attracting visitors, and creating linkages with surrounding tourism-related businesses. The official visitation figures demonstrated that the museum received substantial numbers of visitors, while the questionnaire findings showed that these visitors were perceived to contribute to customer flow, income generation, employment and Kampala's cultural-tourism image. At the same time, the predominance of school-group visitors in the 2023 statistics and the respondents' assessment of the museum's influence on tourist arrivals as mainly moderate suggested that museum visitation should not automatically be equated with wider leisure-tourism flows or economic impacts across

4.4.2 Economic Contribution to Surrounding Businesses

The study also examined whether the museum's tourism activity extended to businesses operating around it. Respondents were asked whether tourists who visited the museum also used their services. All 20 respondents indicated that tourists visiting the museum also used their business services.

The findings demonstrated a strong perceived economic relationship between the museum and businesses operating in its surrounding area. Regarding customer flow, 8 respondents (40%) strongly agreed and 11 (55%) agreed that the museum increased customer flow to their

businesses, while only one respondent was neutral. Thus, 95% of respondents expressed agreement that the museum generated additional customer activity for their businesses.

This finding was important because it suggested that the museum's economic contribution extended beyond activities occurring within the museum. Visitors who came to the attraction could generate demand for complementary tourism services. For example, visitors may require food, beverages, transport, accommodation, guiding services or cultural products. The museum therefore formed part of a broader tourism network in which expenditure associated with visitors could benefit other businesses.

This interpretation is supported by research on the economic externalities of museums. Obłąkowska (2020), examining museums and businesses in the local tourism sector, found that museums could generate positive externalities for private tourism businesses through their location, image and contribution to local tourism activity. This supports the present finding that the Uganda Museum's influence was not necessarily restricted to its own operations but could extend to businesses located within its tourism environment.

Similarly, research on museums and cultural institutions has recognized that assessing museum value solely through the museum's own revenue can overlook wider economic effects associated with visitors and tourism consumption.

The income-generation results were even stronger. All 20 respondents agreed that the museum contributed to income generation, with 16 (80%) agreeing and 4 (20%) strongly agreeing. This suggested that the business respondents perceived visitors associated with the museum as having an economic value to their enterprises.

However, the finding should again be interpreted as a perceived contribution, rather than a measured monetary impact. The questionnaire did not collect information such as the amount of money spent by museum visitors or the percentage of business revenue directly attributable to museum visitors. Therefore, the results established the existence of a perceived economic linkage but did not quantify its financial magnitude.

The same pattern occurred for employment. 17 respondents (85%) agreed and 3 (15%) strongly agreed that the museum supported employment opportunities. The result suggested that tourism activity associated with the museum created or supported demand for labour within surrounding businesses. Increased customer activity can require businesses to maintain or

expand their workforce, although the current study did not measure the number of jobs directly attributable to museum visitation.

The finding therefore provided evidence of an indirect economic contribution. The museum's role was not limited to providing employment within the museum itself; its tourism activity was perceived to stimulate demand for services supplied by other enterprises.

This is important in tourism development because tourism attractions rarely operate independently. Their economic contribution can extend through relationships with accommodation providers, restaurants, transport operators, retailers, tour companies and other service providers. The present findings suggested that the Uganda Museum was connected to this wider tourism economy in Kampala.

4.4.3 Promotion of Kampala as a Cultural Destination

The findings also showed that the museum contributed to the cultural positioning of Kampala. All respondents agreed that the museum promoted Kampala as a cultural destination, with 12 respondents (60%) agreeing and 8 (40%) strongly agreeing.

This result suggested that respondents viewed the museum as an important element of Kampala's cultural identity. The museum provided a physical space where visitors could encounter Uganda's history, cultural practices and material heritage. Consequently, the museum had the potential to contribute to how Kampala was perceived by visitors seeking cultural experiences.

The relationship between cultural heritage and destination image has also been demonstrated in tourism research. Szubert, Warcholik and Żemła (2021) found that elements of cultural heritage could make an important contribution to the image and attractiveness of urban destinations. Guachalla (2021) similarly demonstrated that cultural institutions can contribute to destination image and cultural identity.

The finding therefore suggested that the Uganda Museum's contribution to Kampala was partly symbolic as well as economic. By preserving and presenting Uganda's cultural heritage, the museum provided a cultural dimension to Kampala's tourism product. However, the strength of this contribution depended on the museum's ability to make its cultural resources visible and accessible to visitors, which linked directly to the marketing and infrastructure challenges identified later in the study.

4.4.3 Social and Cultural Contribution

The open-ended responses further demonstrated that respondents perceived the museum as contributing to social and cultural development. The main themes emerging from the responses were preservation of cultural heritage, cultural education, promotion of cultural identity, transmission of knowledge between generations and increased appreciation of Uganda's cultural diversity.

Respondents indicated that the museum preserved historical objects and information that enabled visitors and members of the community to learn about Uganda's past. Others emphasized the educational role of the museum, particularly in helping younger people understand cultural practices and historical experiences.

One respondent explained that the museum helped preserve Uganda's culture for future generations, while another emphasized its role in teaching people about different Ugandan cultures. These responses demonstrated that the museum's contribution could not be measured solely in terms of tourist numbers or business revenue.

This is consistent with scholarship that views museums as institutions with cultural and educational value in addition to their economic functions. Research on museum socioeconomic impacts has similarly argued that economic indicators such as visitor expenditure provide only a partial picture of museum value because museums also generate cultural, educational, and social benefits (Bryan et al., 2011). These researchers argue that overly focusing on raw transactional expenditures fails to capture the true regional footprint of cultural institutions, which actively function as flexible social platforms that generate deep communal and intellectual value.

The finding was particularly relevant to the Ugandan context because cultural heritage forms an important part of the country's tourism product. The museum's preservation and interpretation of heritage therefore provided a foundation through which tourism could support not only economic activity but also cultural continuity and public understanding of Uganda's history.

4.4.4 Benefits Reported by Surrounding Businesses

The open-ended responses from businesses identified several benefits associated with the presence of the Uganda Museum. These included increased customer numbers, additional income, access to tourists, increased visibility of businesses and employment opportunities.

The nature of these benefits varied according to the type of business. Businesses that provided food and beverages could benefit when visitors sought meals or refreshments, while craft businesses could benefit from tourists purchasing cultural products. Tour companies and transport-related businesses could also benefit where visitors required additional services as part of their wider visit to Kampala.

The findings therefore suggested that the museum operated within a network of complementary tourism businesses. This supports the idea that cultural attractions can generate benefits through their relationships with surrounding businesses rather than only through direct museum expenditure. Evidence from museum tourism research has similarly shown that museums can produce positive externalities for local tourism-sector businesses.

At the same time, the findings indicated an important limitation. Although all respondents reported that museum visitors used their services, 80% of respondents considered the museum's influence on tourist arrivals to be only moderate. This suggests that the economic linkages already existed but could potentially become stronger if the museum attracted larger numbers of visitors.

4.4.5 Linkages Between Museum Visitors and Surrounding Businesses

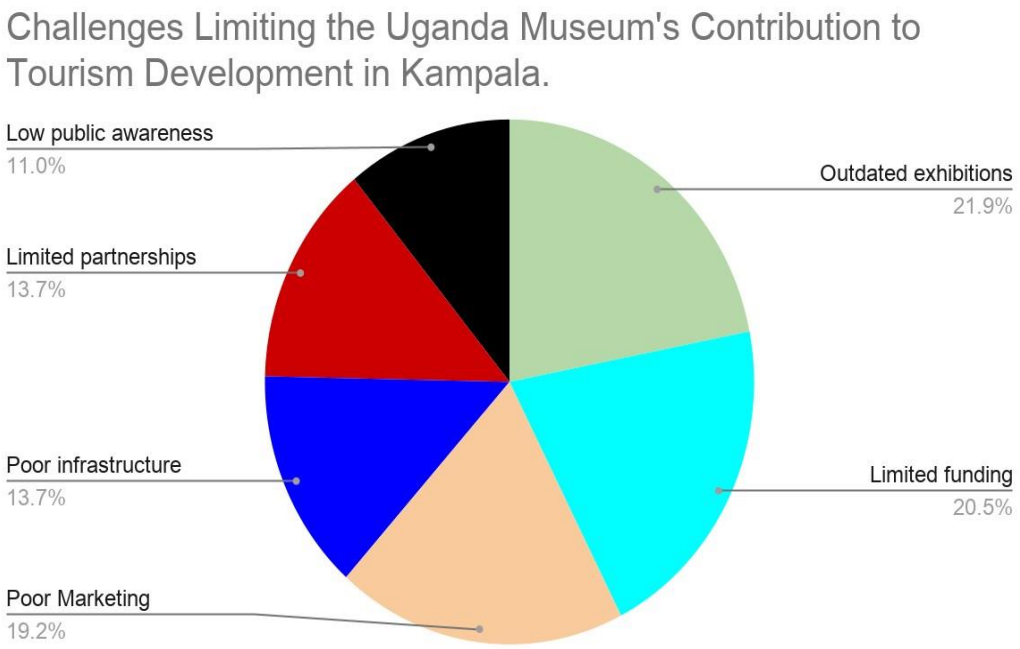
All 20 respondents reported that tourists who visited the Uganda Museum also used their business services. Although this response did not require a separate table, it provided important evidence for understanding the relationship between the museum and surrounding businesses.

The respondents indicated that museum visitors used different services depending on the type of business. These included restaurants and food services, craft and souvenir purchases, accommodation, tour services and transport. This demonstrated that museum visitation had linkages with other components of the tourism sector.

The finding was particularly important to the study because it provided evidence that the Uganda Museum had an economic effect beyond the museum itself. Visitors who came to the museum could also spend money on other goods and services, allowing the benefits of tourism to circulate among businesses in the surrounding area.

4.5 Challenges Limiting the Uganda Museum's Contribution to Tourism Development in Kampala

Figure 3: Challenges Limiting the Uganda Museum's Contribution to Tourism Development in Kampala



Note: Respondents selected more than one challenge; therefore, percentages do not total 100%.

The findings showed that outdated exhibitions were the most frequently identified challenge, reported by 80% of respondents. This was followed by limited funding at 75% and poor marketing at 70%. Poor infrastructure and limited partnerships were each identified by 50% of respondents, while 40% identified low public awareness.

The highest proportion of respondents identifying outdated exhibitions suggested that although the museum possessed important cultural resources, the way some of these resources were presented could limit their attractiveness to contemporary visitors. Limited funding was also a major concern because inadequate financial resources could affect the museum's ability to modernize exhibitions, improve facilities, organize activities and undertake effective promotion.

Poor marketing was another significant challenge. This suggested that the museum's tourism potential was not being communicated widely enough to potential visitors. This was particularly important because the earlier findings showed that respondents generally

recognized the value of the museum and its activities, yet most considered its influence on tourist arrivals to be only moderate. Thereby agreeing with Richards (2018), who argues that museums must continually innovate and market their products to remain competitive within the tourism industry.

The interview responses supported these findings. One museum staff member explained that limited financial resources affected the museum's ability to improve exhibitions and undertake extensive promotional activities. Another participant noted that some exhibitions required updating to make them more engaging for present-day visitors.

4.5.2 Assessment of the Challenges Affecting the Uganda Museum

The results showed strong agreement that improvements were needed in the museum's promotion and facilities. Ninety percent of respondents either strongly agreed or agreed that the museum was not well promoted, while the same proportion agreed or strongly agreed that its facilities needed improvement.

Regarding stakeholder collaboration, 75% of respondents either strongly agreed or agreed that there was weak collaboration, while 25% were neutral. This indicated that collaboration was viewed less negatively than marketing and facilities, although it remained an area requiring attention.

The interview responses also pointed to the need for stronger partnerships between the museum and tourism stakeholders. One participant explained that closer cooperation with tour operators, hotels, restaurants and tourism organizations could help increase awareness and visitor numbers.

The respondents were also asked what improvements they would recommend. The suggestions mainly focused on increasing marketing and promotion, modernizing exhibitions, improving infrastructure, increasing cultural activities, strengthening partnerships with tourism stakeholders, improving public awareness and increasing funding. These suggestions directly corresponded with the challenges identified in the earlier findings.

Overall, the findings showed that the Uganda Museum had significant cultural resources and was already contributing to tourism development, but its contribution was constrained by inadequate promotion, outdated exhibitions, limited funding, infrastructure limitations and insufficient stakeholder partnerships. Addressing these areas could therefore increase the

museum's ability to attract visitors and strengthen its economic and social contribution to Kampala.

4.5.3: The Extent to Which Museum Challenges Affect Tourism in the Area

The findings showed that 90% of respondents considered the challenges to have either a very high (45%) or high (45%) effect on tourism, while 10% considered the effect moderate. No respondent considered the effect low or very low.

This was one of the stronger findings because it demonstrated that the identified challenges were not viewed as minor operational issues. Respondents perceived them as having substantial implications for tourism development in the area.

The finding also helped explain the apparent contradiction between the museum's existing strengths and its moderate influence on tourist arrivals. The study established that the museum possessed important cultural artefacts, cultural knowledge and skilled staff, and that its visitors generated benefits for surrounding businesses. However, respondents simultaneously identified outdated exhibitions, funding constraints, weak promotion, facilities and stakeholder collaboration as significant barriers.

Taken together, these findings suggested that the Uganda Museum's challenge was not necessarily a lack of tourism resources, but rather limitations in converting existing resources into a competitive and sufficiently visible tourism experience.

The open-ended responses concerning possible improvements provided further insight into how respondents believed these challenges could be addressed. Suggestions generally focused on improving marketing and promotion, modernizing exhibitions, improving visitor facilities and infrastructure, increasing funding, strengthening partnerships with tourism stakeholders, and introducing more engaging activities and experiences.

These suggestions corresponded closely with the quantitative findings. For example, where outdated exhibitions were identified as the most common challenge, respondents suggested modernization and improvement of exhibitions. Similarly, the high level of concern regarding promotion was reflected in calls for stronger marketing. The alignment between the identified problems and proposed solutions strengthened the overall interpretation of the findings.

From a tourism-development perspective, the findings indicated that improving the museum's tourism contribution would require a coordinated rather than isolated response. Modernizing

exhibitions without improving promotion could leave improved products underexposed to potential visitors. Similarly, increased marketing without improvements to the visitor experience could attract visitors without adequately meeting their expectations. The challenges were therefore interconnected and required complementary interventions.

The findings also suggested that stronger relationships between the museum and tourism stakeholders could help address several of these constraints simultaneously. Tour operators, hotels, restaurants, cultural organizations and other businesses can provide channels through which museum activities are promoted and incorporated into wider tourism experiences. Stronger collaboration could therefore help the museum improve market reach while also strengthening the economic linkages already identified.

Overall, these findings established that the Uganda Museum faced several challenges that constrained its tourism potential. Outdated exhibitions, limited funding and poor marketing were the most frequently identified challenges, while infrastructure and stakeholder collaboration were also important concerns. The fact that 90% of respondents considered the challenges to have a high or very high effect on tourism indicated that these issues were perceived as significant barriers to the museum's contribution to tourism development.

More importantly, the findings demonstrated that the challenges were closely connected to the results of the first two objectives. The museum had valuable cultural resources and already generated perceived visitor and economic benefits, but its ability to translate those strengths into a stronger tourism contribution was limited by weaknesses in presentation, promotion, facilities, funding and stakeholder relationships. Addressing these constraints would therefore be essential if the Uganda Museum was to increase its contribution to tourism development in Kampala.

4.5.4 Suggested Improvements

The respondents proposed several measures that could improve the Uganda Museum's contribution to tourism development. These included:

- Improve museum marketing that is to say, increase advertising through social media, tourism campaigns, and partnerships with tour operators.
- Modernize exhibitions where by interactive exhibitions and more engaging displays are introduced

- Increase cultural activities by organizing more cultural performances, craft workshops, guided tours, and educational programmes.
- Improve infrastructure by upgrading museum facilities to enhance visitor comfort and accessibility.
- Increase cultural collections through displaying more artifacts representing different cultures across Uganda.
- Raise public awareness by conducting educational programmes and outreach activities to increase awareness of the museum.

The findings indicate that respondents believe improving marketing, modernizing exhibitions, expanding cultural activities, and upgrading infrastructure would significantly enhance the museum's attractiveness. Respondents also recommended increasing public awareness and expanding cultural collections to provide visitors with a richer and more engaging experience. One museum staff member remarked: "If we received more funding, we would invest in interactive exhibitions, improve visitor facilities, and increase our promotional activities to reach more domestic and international tourists."

The suggested improvements reinforce the importance of innovation, marketing, and stakeholder collaboration in enhancing museum tourism. This also means that museums should adopt modern technologies and interactive exhibitions to remain attractive to contemporary visitors.

The findings agreed with Packer and Ballantyne (2016), who explained that the museum visitor experience was influenced by learning, emotional engagement, interpretation and the quality of the museum environment. This supported the respondents‟ suggestions for modernizing exhibitions, introducing interactive displays, improving visitor facilities and expanding guided tours and educational programmes. Interactive exhibitions and improved facilities could make the museum experience more engaging and could encourage visitors to spend more time learning about Uganda's cultural heritage.

The findings also agreed with Richards (2018), who emphasized the importance of cultural experiences, interpretation and effective presentation of heritage resources in the development of cultural tourism. This was consistent with the respondents‟ recommendation to increase cultural performances, craft workshops, guided tours and educational activities. Such activities could provide visitors with more opportunities to understand and appreciate the different

cultures of Uganda, thereby strengthening the museum's contribution to cultural tourism in Kampala.

In addition, the recommendation to improve infrastructure and expand cultural collections was supported by Pop et al. (2019), who observed that museums needed appropriate management practices, visitor services and sustainable approaches in order to remain relevant to society. This suggested that improving museum facilities, displaying more artefacts and providing better visitor services could help the Uganda Museum respond to the needs of different categories of visitors. The findings therefore showed that the respondents‟ suggestions were in agreement with previous literature, particularly in relation to visitor experience, cultural interpretation, museum innovation and the preservation of cultural resources.

However, the findings did not establish the exact number of additional visitors, income or employment opportunities that would result from the proposed improvements. Therefore, the suggestions were understood as respondents‟ views on areas that required attention rather than as measured evidence of the expected impact of each improvement. Overall, the findings and literature both indicated that effective marketing, improved exhibitions, cultural activities, better infrastructure and expanded collections were important areas for strengthening the Uganda Museum‟s contribution to tourism development.

CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the major findings, conclusions and recommendations of the study on the Uganda Museum and its influence on tourism development in Kampala. The chapter brings together the findings presented and discussed in Chapter Four in relation to the three study objectives. It concludes by highlighting the contribution of the Uganda Museum to tourism development, the challenges limiting this contribution and the measures that could strengthen the museum's role in Kampala's tourism sector. The chapter also identifies areas that could be considered for further research.

5.2 Summary of Findings

The first objective assessed the activities and resources at the Uganda Museum that supported tourism. The findings established that respondents were generally aware of the activities offered by the museum. Cultural activities and guided tours were the most widely recognized, with all 20 respondents indicating awareness of each. Educational programmes were also widely known, while awareness of cultural performances and events and festivals was comparatively lower. Cultural artefacts and cultural knowledge were identified by all respondents as key resources supporting tourism, while skilled staff were also widely recognized. Respondents generally considered the museum's cultural resources adequate and its activities reasonably well organized. However, the responses concerning visitor experience showed some neutrality, indicating that although the museum possessed valuable resources and activities, there was room to improve the overall experience provided to visitors. The findings therefore demonstrated that the Uganda Museum possessed an important culturalresource base that could support tourism development.

The second objective evaluated how the museum's activities and resources contributed to tourism development in Kampala. The findings indicated that the museum was perceived to contribute to tourism development through visitor attraction, cultural education, economic activity and the promotion of Kampala as a cultural destination. Although 80% of respondents perceived the museum's influence on tourist arrivals as moderate, available administrative statistics showed that the museum recorded substantial visitation, reaching 131,508 visitors in 2023. School groups formed the largest visitor category, demonstrating the importance of educational visitation to the museum's tourism role. The questionnaire findings further

indicated that museum visitors used services provided by surrounding businesses. Respondents largely agreed that the museum increased customer flow, contributed to income generation and supported employment opportunities. The museum was also strongly perceived to promote Kampala as a cultural destination. The open-ended responses indicated that its contribution extended to preservation of cultural heritage, cultural education, transmission of cultural knowledge and promotion of appreciation of Uganda's cultural identity. The findings therefore demonstrated that the museum's contribution extended beyond direct visitation to include wider social, cultural and economic linkages.

The third objective assessed the challenges limiting the Uganda Museum's contribution to tourism development. The major challenges identified were outdated exhibitions, limited funding and poor marketing. Poor infrastructure and limited partnerships were also identified as significant constraints, while low public awareness was reported by a smaller proportion of respondents. The findings further showed that 90% of respondents either agreed or strongly agreed that the museum was not well promoted, while an equal proportion agreed or strongly agreed that its facilities needed improvement. Seventy-five percent agreed or strongly agreed that there was weak collaboration with stakeholders. Overall, 90% of respondents considered the challenges affecting tourism in the area to have either a high or very high effect. The findings therefore indicated that the museum possessed important tourism resources and already generated tourism-related benefits, but weaknesses in exhibition development, funding, promotion, infrastructure and stakeholder collaboration constrained the extent of its contribution.

5.3 Conclusion

The study concluded that the Uganda Museum made a meaningful contribution to tourism development in Kampala, but its potential remained underutilized. The museum possessed important cultural resources, particularly cultural artefacts and cultural knowledge, and provided activities such as guided tours, cultural activities and educational programmes through which visitors could engage with Uganda's history and heritage. These resources provided a strong foundation for cultural tourism.

The study further concluded that the museum's contribution extended beyond attracting visitors to the museum itself. The findings indicated that museum visitors interacted with surrounding businesses, contributing to customer flow and perceived income and employment

opportunities. The museum also contributed to the cultural identity of Kampala by providing a space through which Uganda's heritage could be preserved, interpreted and presented to visitors. The available administrative statistics further demonstrated that the museum had the capacity to attract substantial numbers of visitors, particularly school groups.

However, the study established that the existence of valuable cultural resources did not automatically translate into a strong tourism contribution. The predominantly moderate perception of the museum's influence on tourist arrivals, together with the challenges identified by respondents, suggested that the museum had not fully converted its cultural assets into a competitive and widely promoted tourism product. Outdated exhibitions, limited funding, inadequate promotion, facilities requiring improvement and weak stakeholder collaboration constrained its ability to reach a wider tourism market.

Therefore, the overall conclusion was that the Uganda Museum had the cultural resources, activities and existing visitor base necessary to play a stronger role in tourism development in Kampala, but its contribution depended on how effectively these resources were developed, promoted, maintained and connected to the wider tourism sector. Strengthening these areas would enable the museum to provide more engaging visitor experiences, reach wider markets and generate greater social, cultural and economic benefits.

5.4 Recommendations

Based on the findings of the study, three main recommendations were made which included the following.

First, the Uganda Museum should improve and modernize its exhibitions, activities and visitor facilities. Outdated exhibitions were the most frequently identified challenge, while many respondents also indicated that facilities needed improvement. Museum management should therefore prioritize the regular updating of exhibitions, improved interpretation of cultural artefacts and the introduction of more engaging and interactive approaches to presenting Uganda's heritage. Visitor facilities should also be improved to create a more comfortable and satisfactory experience. This would allow the museum to make better use of the cultural resources already available and strengthen the quality of its tourism product. Research on museum experiences has similarly shown that visitor experience is important for satisfaction, loyalty and willingness to spend more.

Second, the Uganda Museum should strengthen marketing and collaboration with tourism stakeholders. Poor marketing was identified as one of the leading challenges, and 90% of respondents agreed or strongly agreed that the museum was not well promoted. The museum should therefore increase its promotional activities through appropriate digital and traditional channels and strengthen collaboration with tour operators, hotels, restaurants, educational institutions, cultural organizations and other tourism stakeholders. Such partnerships could help integrate the museum more consistently into tourist itineraries and Kampala's wider tourism product. The Ministry itself identifies the development and promotion of heritage resources as part of its tourism mandate.

Third, government and relevant tourism authorities should strengthen financial support and investment in the Uganda Museum. Limited funding was identified by 75% of respondents as a challenge, while infrastructure and facilities were also highlighted as areas requiring improvement. Sustainable financial support would enable the museum to modernize exhibitions, maintain and improve visitor facilities, strengthen marketing, support staff development and preserve cultural collections. This recommendation is particularly important because the museum's ability to contribute to tourism depends not only on the existence of cultural resources but also on its capacity to conserve, interpret and present those resources effectively. The Ministry has previously identified museum development, conservation and visitor facilities as important components of cultural heritage development in Uganda.

5.5 Areas for Further Research

Further research could examine the actual economic contribution of the Uganda Museum to surrounding businesses. The present study established that respondents perceived benefits in terms of customer flow, income generation and employment, but it did not quantify the monetary value of these benefits. Future studies could therefore examine visitor expenditure; business revenue associated with museum visitors and employment directly or indirectly generated through museum-related tourism.

Further research could also examine the experiences and satisfaction of actual museum visitors. The present study relied mainly on tourism-related businesses and key informants, and therefore did not directly measure visitors' satisfaction, expectations or intentions to revisit. A study focusing specifically on museum visitors could provide deeper evidence on how

exhibitions, interpretation, facilities, activities and staff services influence the visitor experience.

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